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## **Country programme document for South Sudan (2019-2021)**

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## I. Programme rationale

1. South Sudan remains highly fragile<sup>1</sup> owing to continuing conflict and a governance crisis that poses an obstacle to stability and national unity. The Intergovernmental Authority on Development (IGAD)-mediated Agreement on the Resolution of the Conflict in the Republic of South Sudan (ARCSS) remains in limbo, with several agreed benchmarks unimplemented. The Transitional Government of National Unity, established in April 2016, suffered a setback following fresh fighting in July 2016.
2. Hostilities and eruption of violence between different armed groups and communities continue to undermine implementation of initiatives to contain the conflict and promote peace: (a) the National Dialogue process; (b) High-level Revitalization Forum (HLRF); and (c) Kampala and Cairo intra-Sudan People's Liberation Movement agreements.
3. The conflict has multiple layers and dimensions. At national level, the underlying, root causes include a crisis of political leadership, weak institutions, exclusion and marginalization, and lack of civic space, accompanied by a series of economic shocks. At community level, conflicts are a culmination of trust deficits, competition over shared resources, and longstanding intercommunal animosity. Decades of conflict in South Sudan have led to widespread proliferation of weapons, threatening community safety and limiting socioeconomic development.
4. The conflict has weakened traditional conflict prevention, mediation and resolution structures, and the ability of institutions to withstand political and security shocks. Weak rule of law institutions translates into total impunity of perpetrators of violence, and fuels vigilantism and gross human rights violations. Discriminatory social norms and unequal gender relationships have entrenched the vulnerabilities of women during the crisis. A recent study revealed that 58.5 per cent of the population view sexual and gender-based violence (SGBV) as a major problem in South Sudan.<sup>2</sup>
5. A UNDP-commissioned perception survey estimated a reduction in citizens' confidence in peace and security from 52.5 per cent (2015) to 47.4 per cent (2017) owing to increased political instability and sporadic attacks experienced across the country.<sup>3</sup> Nearly 1.8 million people have been internally displaced, 204,000 of them are still in protection of civilian sites, and a further two million are refugees in neighbouring countries, with women and children being worst hit.<sup>4</sup>
6. South Sudan continues to face a worsening spiral of humanitarian crises of unprecedented proportions. Seven million people (60 per cent of the total population) need humanitarian assistance, while 5.3 million (48 per cent of the population) are estimated to be facing crisis and acute food insecurity.<sup>5</sup> Worsening food insecurity is driven by protracted conflict, humanitarian access challenges and displacements, which have led to insufficient crop production and disruptions to livelihoods. In addition, persistent macroeconomic deterioration, and natural/climatic shocks have further eroded livelihoods.
7. The country has vast potential for growth given its untapped natural resources. Up to 95 per cent of the population depend on climate sensitive sectors – agriculture, forestry, wildlife resources and fisheries – for their livelihood.<sup>6</sup> Livelihoods are concentrated in low productive agriculture, which accounts for 15 per cent of gross domestic product, and employs 78 per cent of the working population. Forest cover has been reduced from 56.65 in 2007 to 20.74 million hectares in 2016, owing to decades of uncontrolled fires, grazing and overlogging of more desirable species. Over 96 per cent of the population use firewood or charcoal as the primary fuel for cooking, while over 50 per cent use firewood and grass for lighting and 27 per cent have no lighting source.<sup>7</sup>

<sup>1</sup> <http://fundforpeace.org/fsi/2017/05/14/fsi-2017-factionalization-and-group-grievance-fuel-rise-in-instability/>.

<sup>2</sup> End-line study on peace, security and sexual and gender-based violence (SGBV) in South Sudan, 2017.

<sup>3</sup> Ibid.

<sup>4</sup> As per estimates available through OCHA: <http://www.unocha.org/south-sudan>.

and <http://www.unhcr.org/news/stories/2017/8/59915f604/south-sudanese-refugees-uganda-exceed-1-million.html>.

<sup>5</sup> Integrated food security phase classification, South Sudan, January-July 2018.

<sup>6</sup> <http://www.undp.org/content/undp/en/home/blog/2017/6/29/Confronting-climate-change-in-South-Sudan.html>

<sup>7</sup> South Sudan: Mapping the supply chain for solar lighting products, Lighting Africa, International Financial Corporation and the World Bank, 2013.

8. The predicted negative impacts of climate change and environmental degradation will have severe effects on livelihoods, particularly for women as they rely heavily on the extraction of natural resources.<sup>8</sup> Temperatures have increased faster than other countries in eastern Africa,<sup>9</sup> rainfall has declined by 10 to 20 per cent with increased variability in the amount and timing since mid-1970s. Areas receiving adequate rain for livestock and farming have declined, affecting agricultural and natural resource-based livelihoods. Over 56 per cent of the population is already vulnerable to drought and flood shocks.<sup>10</sup>

9. There is growing pressure on dwindling revenue owing to fluctuations in oil production, internal conflict, drought, sporadic grant receipts and ballooning security spending (70 per cent in 2015-2017),<sup>11</sup> undermining investment in infrastructure and economic development. South Sudan displays signs of a war economy: near macroeconomic collapse, hyperinflation (125 per cent in January 2018),<sup>12</sup> a spiralling parallel exchange market (\$1/253 South Sudanese pounds (SSP) in April 2018 from \$1/SSP 3.1 in 2015), fiscal deficit (23 per cent in 2016, and expected to grow in 2018)<sup>13</sup> and a contracting economy (10.8 per cent in 2016 and 11.2 per cent in 2017).<sup>14</sup> Poverty has worsened, from 44.7 per cent in 2011 to 65.9 per cent in 2015.<sup>15</sup> Female-headed households (48.6 per cent of all households) experience more severe depth of poverty owing to detrimental social norms, and limited access to education, productive assets and resources.

10. South Sudan ranks 179 out of 180 countries on the 2017 corruption perception index.<sup>16</sup> There are opportunities to enhance the Government's ongoing initiatives to improve public financial management and reduce corruption. These include establishing national and state revenue authorities in three states with UNDP support.<sup>17</sup> However, national and subnational institutions require capacity strengthening as they are nascent and besieged by insufficiently qualified staff. The country has untapped non-oil revenue generation potential. Inefficient revenue mobilization and administration systems intensify socioeconomic deprivation of the predominantly youthful population.<sup>18</sup> Service delivery in critical sectors, such as health (including provision of antiretroviral therapy and treatment of tuberculosis and other communicable diseases) is provided almost exclusively by humanitarian and development organizations.

11. To address these and other challenges, the Government developed Vision 2040 and the National Development Strategy (NDS), 2018-2021, which aim to consolidate peace and stabilize the economy. Likewise, the United Nations country team developed the United Nations Cooperation Framework (UNCF), 2019-2021, to build the resilience, capacities and institutions needed to achieve four priority outcomes: building peace and strengthening governance; improving food security and recovering local economies; strengthening social services; and empowering women and youth.

12. The UNCF will strengthen the humanitarian-development-peace nexus and enable progress on long-term sustainable development in line with African Union Agenda 2063 and the Sustainable Development Goals, including 'enabling' areas such as Goal 16 to leave no one behind.<sup>19</sup>

13. An evaluation of country programme, 2013-2016, noted that a well calibrated and designed programme anchored in transformational partners can deliver results even in a very constrained and inhibiting environment.<sup>20</sup> UNDP contributed to the establishment of a scalable system for equitable access to justice to target beneficiaries through transitional justice, legal aid and community policing

<sup>8</sup> South Sudan, National adaptation programme of actions to climate change, 2015.

<sup>9</sup> South Sudan initial national communication to the United Nations Framework Convention on Climate Change, Government of South Sudan and the United Nations Environment Programme (UNEP), 2017.

<sup>10</sup> Ibid.

<sup>11</sup> South Sudan Poverty Profile, World Bank, 2018.

<sup>12</sup> National Bureau of Statistics (NBS), 2018.

<sup>13</sup> South Sudan Economic Snapshot, 2017.

<sup>14</sup> <http://documents.worldbank.org/curated/en/112071516734556800/pdf/IDA-R2017-0340-11172017.pdf>.

<sup>15</sup> <http://www.worldbank.org/en/country/southsudan/overview>.

<sup>16</sup> Transparency International, (2018): [www.transparency.org/country/SSD](http://www.transparency.org/country/SSD).

<sup>17</sup> <https://radiotamazuj.org/en/news/article/aweil-inaugurates-first-ever-state-revenue-authority>.

<sup>18</sup> National census, 2008.

<sup>19</sup> South Sudan UNCF strategic prioritization synthesis note, 2017.

<sup>20</sup> Evaluation of UNDP country programme document for South Sudan, 2013-2016, outcomes 1 and 5.

initiatives. The recurrence of conflict has deprived the Government of resources and capacity to scale up these services nationally. The evaluation recommends a strategic focus in relatively stable states to showcase results such as peace dividends through new and innovative ways of engagement with state and non-state actors.

14. Despite minimal government investment, UNDP has contributed to stronger health systems in partnership with actors. A report<sup>21</sup> of the Global Fund to Fight AIDS, Tuberculosis and Malaria notes that the provision of essential health infrastructure, including antenatal care and maternity clinics, benefitted up to 500,000 pregnant mothers, and increased antenatal care coverage from 53 per cent in 2015 to 61 per cent in 2016. In addition, over 12 per cent of people living with HIV/AIDS received antiretroviral treatment, more than 16,000 tuberculosis-affected people received treatment, while 200,000 people underwent HIV testing. The new tuberculosis and HIV grant will build on previous successes and strengthen tuberculosis/HIV collaborative interventions.

15. Humanitarian and development partners played a significant role in averting a potential famine in Aweil.<sup>22</sup> For sustainability, it is important to implement recovery and resilience initiatives that meet urgent humanitarian needs while addressing frontline service delivery, conflict resolution and security and revitalizing local economies and climate resilient livelihoods.

16. While the crisis, coupled with spiralling overhead costs, continues to dent the functionality of public service, the UNDP systematic, innovative regional capacity building initiative, deploying civil servants from Ethiopia, Kenya and Uganda, enhanced South Sudan civil servants' capacity.<sup>23</sup> Future responses will have a sustainability strategy that align with current context and realities and forge partnerships and strategic alliances at all levels for a capable professional public service.

17. UNDP contributed to maintaining peace, safety and security at the local level by improving inter-group relationships and building resilient communities.<sup>24</sup> Consequently, despite a deterioration in macro-level political and security dynamics, there was little change in people's perception of peace, security and SGBV, where 30.1 per cent of respondents felt secure in their communities, a slight fall from 31 per cent in 2015.

18. However, the programme was not of sufficient scale to make a significant impact, and the ongoing political and security crises eroded earlier gains in several states. Evaluative evidence points to the importance of a twin track approach in addressing the conflict: working on peace and social cohesion at the local level, while supporting national-level engagements on reconciliation, the National Dialogue and revitalization of ARCSS.

## II. Programme priorities and partnerships

19. In line with the UNDP Strategic Plan, 2018-2021, the principal objective of this programme is to contribute to eradicating poverty in all its forms and dimensions, keeping people out of poverty, building resilience to crises and shocks and safeguarding development gains.

20. Proposed programme priorities build on progress during the previous cycle and align with Vision 2040, ARCSS, NDS, Africa Vision 2063, the 2030 Agenda for Sustainable Development, UNMISS mandate, 2019-2021 UNCF and the UNDP Strategic Plan, 2018-2021. In response to the broad development challenges – persistent conflict and fragility, recurrent shocks and stresses, and weak institutions and economic instability – and in line with UNDP comparative advantages, the programme focuses on three interlinked and mutually reinforcing pillars: (a) strengthened peace infrastructures and accountable governance; (b) inclusive, risk-informed economic development; and (c) strengthened institutional and community resilience.

21. The programme will support: NDS implementation and development of institutional frameworks and capacities to foster more accountable, transparent and effective governance functions; a culture of

<sup>21</sup> Annual report of the Global Fund to Fight AIDS, Tuberculosis and Malaria, South Sudan, 2016.

<sup>22</sup> Joint annual report, 2017.

<sup>23</sup> Mid-term evaluation of RSS/IGAD, Regional Initiative for Capacity Enhancement in South Sudan.

<sup>24</sup> Summative evaluation of the UNDP community security and arms control project, 2017.

dialogue and democratic discourse; efficient public resource management and equitable access to basic public services; and improved access to justice and respect for human rights, which will reduce conflict and promote social cohesion, contributing to progress toward the Goals.

22. The programme, building on past lessons, will facilitate local-level inclusive and sustainable development initiatives to enhance livelihoods and community resilience, address causes and effects of climate change contributing to progress towards Goals 13 and 15, facilitate gender responsive service delivery, realize tangible peace dividends for the population, and contribute towards Goals 1, 2, 5 and 8.

23. To realize at-scale results, in line with the new way of working, UNDP will expand partnerships with existing and emerging partners and continue its integrator and convenor roles in mobilizing resources for joint recovery and resilience programmes and other emerging opportunities. In collaboration with United Nations organizations, UNDP will undertake joint analyses to inform joint programming and flexible financing. The programme will engage relevant international finance institutions and partners for risk tolerance and flexible programming. UNDP will use local and global knowledge networks, including UNDP platforms for the Goals, to provide decision-makers with information to improve governance at all levels, and will maximize its advantage as an impartial broker to support the Goals.

24. In 2017, the UNDP country office received the Bronze Gender Seal Certification for its contribution towards national gender equality goals through strengthening mechanisms for prompt, coordinated responses to SGBV, and increasing access to justice and empowerment for women, notwithstanding the challenging context. The new programme, in collaboration with UNMISS, United Nations organizations and partners, will continue to address SGBV for vulnerable groups (including women with disabilities), and gender inequality in access to resources and exclusion from decision-making and their structural causes, and will implement specific initiatives to realize transformative gender results.

25. Geographically, UNDP will focus on conflict and disaster-affected communities in targeted areas where it has had a long-established presence, emerging opportunities and strong relationships with local authorities, communities and civil society organizations (CSOs). These areas host a high proportion of conflict-affected, displaced populations, returnees, minority ethnic groups, youth, persons with disabilities, ex-combatants, HIV/AIDS-affected individuals and households. UNDP will target hubs of stability<sup>25</sup> to incentivize peace and social cohesion.

### **Pillar 1. Strengthened peace infrastructures and accountable governance**

26. Democratic, transparent governance processes promote peace, security and stability, the protection of human rights, and gender equality, and are prerequisites for prosperity and inclusive development. Contingent on outcomes of HLRF and National Dialogue processes, and in line with signature solution 2 (governance), UNDP will attempt to strengthen core governance functions<sup>26</sup> and institutions of democracy and accountability to achieve ARCSS milestones and Goal 16.

27. UNDP will continue to encourage communities and local-level institutions in targeted areas to foster peaceful coexistence, reduce resource-based conflicts and facilitate community cohesion by strengthening cultural, social and economic interdependencies. Building on existing partnerships with Japan, Netherlands, Norway, the Republic of Korea, Sweden, the United States, the Peacebuilding Fund and other partners, the programme endeavours to support inclusive politics, participation and representation, prioritizing initiatives that address exclusion as a key conflict driver at subnational levels.

28. Where possible, upstream support will be provided to promote peacebuilding efforts, including implementation of the New Deal for Engagement in Fragile States.<sup>27</sup> UNDP will undertake socio-political analyses, develop position papers and engage national think-tanks, universities and the parliament to distil lessons and best practices from similar contexts to inform programming priorities. UNDP will work with the United Nations Entity for Gender Equality and the Empowerment of Women

<sup>25</sup> Aweil, Bor, Torit, Yambio and Wau.

<sup>26</sup> UNDP 'core governance functions' definition is guided by the 2009 Report of the Secretary-General on Peacebuilding in the Immediate Aftermath of Conflict, comprising: (a) centre of government; (b) civil service; (c) local governance; and (d) public financial management.

<sup>27</sup> South Sudan is a leading member of the G7+ and a pilot country for New Deal implementation.

(UN-Women), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the International Organization for Migration, UNMISS and other United Nations organizations to achieve impact, avoid duplication and leverage comparative advantages.

29. Using a human rights-based approach, and guided by international human rights standards and principles with specific emphasis on women's rights, including women with disabilities, UNDP will support access to justice by strengthening the capacity of justice sector institutions and customary mechanisms to enable delivery of accountable, effective and equitable justice services. It will support rule of law institutions to professionally handle SGBV and crisis-related sexual violence cases, including investigation and prosecution, legal and women's rights, trauma management and psychosocial support. In partnership with Germany, Japan, Netherlands, the United States and other partners, the programme will strengthen the capacity of human rights and transitional justice mechanisms to monitor, promote and protect citizen's rights. Working with national CSOs and non-governmental organizations (NGOs), the programme will strengthen SGBV referral pathways and transitional justice mechanisms. In collaboration with other United Nations entities and partners, UNDP will consolidate gains made on corrections reform.

30. In coordination with United Nations entities and the international community, UNDP will work with the Government to encourage compliance of domestic legislation with international laws and standards, enhance community-oriented policing to improve relations between police and communities, work with the South Sudan National Police Service on accountability mechanisms and civil oversight, and support expansion of legal aid services to women and vulnerable groups in targeted communities. The programme will be informed by the United Nations Global Focal Point for Police, Justice and Corrections., and build on effective partnership with UNMISS and United Nations entities through joint programming.

31. Depending on outcomes of ongoing peace processes, UNDP will consider support for building the social contract and strengthening capacity of relevant institutions of democracy and accountability, including civil society and media. UNDP will continue working with national and state legislative assemblies and political parties to strengthen their oversight, representative and legislative functions. UNDP support will be coordinated, targeted and in line with the UNCF and Security Council resolutions.

32. Building on existing collaboration with Norway and regional partners, UNDP will adopt a flexible approach towards improving public administration capacity through South-South and triangular cooperation.

## **Pillar 2. Inclusive and risk informed economic development**

33. As part of efforts to make the economy work better for citizens and in line with UNDP signature solution 3 (enhance prevention and recovery for resilient societies), the programme will support participatory and gender-responsive planning, budgeting and monitoring of risk-resilient strategies. UNDP will work with the National Bureau of Statistics (NBS) to enhance capacities for effective disaggregated data collection and analysis and to track progress towards national priorities and the Sustainable Development Goals. UNDP will work in support of improved development effectiveness for better development cooperation, dialogue and accountability.

34. UNDP will work with state and community-level institutions to enhance inclusive, early warning and disaster-response capacities. UNDP will promote transparent decision-making processes for natural resources and land management through more inclusive, evidence-based local planning processes to reduce the risk of resource-based conflict and vulnerability to shocks. Here, UNDP will explore partnerships with Japan, Norway and Sweden.

## **Pillar 3. Strengthened institutional and community resilience**

35. In line with signature solution 1 (keeping people out of poverty), the programme will complement the Government's and United Nations efforts to expand access to climate-resilient livelihoods, improve food security, create local economic opportunities that provide tangible peace dividends to citizens, and create decent jobs, particularly for women and youth in the states. UNDP is a lead organization in the United Nations joint recovery and resilience efforts in targeted "hubs of stability". In doing this, UNDP will explore greater cooperation with major partners on the grounds, including Canada, the European

Union, Germany, Japan, the Netherlands, Sweden, Switzerland, the United Kingdom, the United States Agency for International Development and the World Bank. UNDP will scale up interventions on community-based resilience, including support to market-linked livelihood skills, inclusive business enterprise development and promotion of viable agricultural value chains, especially for women, including agri-business supplier development programmes to strengthen linkages between agricultural companies and small holder farmers.

36. UNDP will strengthen the capacity of micro, small and medium enterprises to integrate in key agricultural value chains, particularly those run by youth and women, through enhanced access to business development services, credit, vocational and livelihoods skills development. With support from the Enhanced Integrated Framework for Trade Related Assistance for Least Developed Countries, UNDP will help improve trade competitiveness and access to domestic and regional markets.

37. The programme will support participatory mechanisms to enhance oversight and improve transparency and accountability in public financial management, particularly in target states. UNDP will support reinvigoration of the local economy by contributing to harmonized state tax systems, an improved, diversified state revenue base, expansion of fiscal space and more transparent utilization of public resources. UNDP will work with the African Development Bank and Japan and seek partnerships with the World Bank and bilateral/multilateral donors.

38. UNDP will spearhead initiatives towards disaster risk reduction and sustainable management of natural resources as a contribution to livelihood diversification and poverty reduction. The development and implementation of climate change adaptation strategies, including expanding access to climate resilient and green technology, will stimulate diversification of livelihoods and reduce environmental pressures. In partnership with national institutions, the Food and Agriculture Organization of the United Nations, the United Nations Environment Programme (UNEP) and the World Food Programme, UNDP will engage global financing mechanisms such as the Global Environment Facility (GEF) and Green Climate Fund (GCF) to support climate resilient agricultural technologies, including sustainable water provision for smallholder farmers through harvesting and small-scale irrigation.

39. To address negative impacts of environmental degradation on the poor and women and children, the programme will promote access to clean energy through affordable, energy-efficient solutions at household and community levels in collaboration with the Inclusive Business Ecosystem Initiative. This will reduce the pace of degradation of forest resources, time spent by women and children accessing biomass for fuel and lighting, and emissions from fossil fuel powered electricity generation.

40. As principal recipient of HIV and tuberculosis grants financed by the Global Fund, and in collaboration with the Health Pool Fund and UNAIDS, UNDP will build on gains secured from previous interventions to reduce new HIV infections and deaths. The HIV grant will increase access to quality HIV care and treatment, create a sustainable environment of intensified HIV prevention, treatment and care services, strengthen health system and health workforce, promote behavioural change programmes for the general population, strengthen logistics supply systems to ensure availability of essential commodities, conduct renovation of infrastructures, and scale up community engagement and linkages through community health workers.

41. The tuberculosis grant aims to reduce tuberculosis prevalence through greater access to quality assured diagnostic services. The programme aims to intensify case finding in hospitals, private clinics, and among high-risk, hard to reach populations; scale up community care and reduce stigma in the general population and among health care workers; and strengthen human resources capacity for tuberculosis management at all levels.

42. As part of its commitment towards the new way of working and to catalyse the humanitarian development nexus, UNDP will provide development services to strengthen the participation in and capacity of NGO partners for country-based pooled funds. To lift barriers faced by person with disabilities, UNDP will, in collaboration with the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), render humanitarian support in line with the Charter on Inclusion of Persons with Disabilities in Humanitarian Action.

### III. Programme and risk management

43. This country programme document (CPD) outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at country level. Accountabilities of managers at the country, regional and headquarter levels with respect to country programmes is prescribed in the organization's programme and operations policies and procedures and the internal controls framework. In accordance with Executive Board decision 2013/32, all direct costs associated with project implementation should be charged to concerned projects.

44. A breakdown of HLRF, failure of the National Dialogue process, deterioration of relations between the Government and the United Nations and outbreak of conflict are significant political and security risks. UNDP will partner with UNMISS and United Nations organizations to analyse conflict dynamics. Such a partnership will ensure that UNDP programmes are conflict sensitive and contribute to positive outcomes.

45. Security risks related to communal violence and increase in criminal activities on aid operations could worsen if perpetrators are not held accountable. This would impede access and operations. Measures to mitigate these risks include joint programme criticality assessments, updated business continuity plans, conflict sensitive programming, partnership with CSOs and community-based organizations (CBOs), and third-party monitoring.

46. Programmatic risks include a worsening humanitarian and economic situation leading to diversion of resources toward humanitarian needs. This may constrain resource mobilization prospects and pose a financial risk requiring recalibration of programming. UNDP will continue to lead resource mobilization for recovery and resilience programming as a means of avoiding recurrent humanitarian crises and generating a 'peace dividend' for war-affected populations. UNDP will work to secure funding necessary to sustain the programme and expand the donor base, including through improved reporting on results, outreach and communication strategies and full implementation of direct project costing to diversify its non-core resources portfolio. This programme will be implemented predominantly through direct implementation owing to the underdeveloped public financial management system, high corruption and fragile context. UNDP will collaborate with the country team to undertake comprehensive capacity assessments of implementing partners as part of the harmonized approach to cash transfers. UNDP will build the capacity of, and collaborate with, national institutions such as the National Audit Chamber to undertake programme assurance activities such as spot checks, programme visits and audits to lay the foundation for the transfer of programme implementation and oversight responsibility from UNDP to national partners. Further, the country office will be guided by corporate policies and instruments to improve compliance, assure quality and minimize risks.<sup>28</sup>

### IV. Monitoring and evaluation

47. Programme monitoring and evaluation will be aligned with the UNCF and National Dialogue monitoring and evaluation frameworks and used to inform ongoing and future programming. The programme will contain a clear, measurable, well-defined results framework, integrating both the UNDP Strategic Plan, 2018-2021, and national government indicators. Stronger emphasis will be placed on baseline data and identifying reliable data sources and partners for data collection. At least 3 per cent of programme resources will be earmarked for monitoring and evaluation activities.

48. A dedicated monitoring and evaluation unit will continue to support quality assurance, compliance and oversight functions in line with corporate monitoring and evaluation policies and relevant result-based management guidelines. Quarterly monitoring of country programme outputs and annual monitoring of outcomes will be conducted in collaboration with the country team monitoring and evaluation group, and reported through regular results reports, including the results-oriented annual reports. A CPD midterm review will be conducted during the second year of implementation to assess

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<sup>28</sup> Including the UNDP anti-fraud policy; the policy for protection against retaliation; social, environmental standards; and enhanced safeguards against sexual exploitation and abuse for all interventions.



UNDP contributions to national results and inform adjustments to the country programme.

49. Disaggregated data will be systematically collected and used with qualitative data/surveys to enrich the evidence and analyses underpinning programmes. The UNDP gender marker, together with a more robust UNCF gender monitoring framework, will help promote and monitor investments in tangible gender results.

## Annex. Results and resources framework for South Sudan (2019-2021)

<b>National priority:</b> Consolidate peace: return the displaced, enforce the law, silence the guns; Stabilize and revitalize the national economy.				
<b>UNCF outcome 1:</b> Strengthened peace infrastructures and accountable governance at the national, state and local levels.				
<b>UNDP Strategic Plan outcome 3: Strengthen</b> resilience to shocks and crises.				
UNCF outcome indicators, baselines, and targets	Data source, frequency of data collection, and responsibilities	Indicative country programme outputs <sup>29</sup>	Major partners / Partnership frameworks	Indicative resources by outcome (United States dollars)
<p><b>Indicator 1.1.</b> Percentage of individual respondents with confidence in peace and security disaggregated by gender. <b>Baseline:</b> 47.4% (46.6% male and 48.7% female) <b>Target:</b> 60% (58% male and 62% female)</p> <p><b>Indicator 1.2.</b> Number of agreed governance and security reforms implemented. <b>Baseline:</b> Governance: 3<sup>30</sup> Security: 0 <b>Target:</b> Governance: 15 Security: 3</p> <p><b>Indicator 1.3.</b> Number of national and subnational development policies, plans, budgets that are Goals-aligned, inclusive and utilize gender disaggregated data. <b>Baseline:</b> 1 <b>Target:</b> 5</p>	<p>Perception survey, social cohesion and reconciliation (SCORE) index (periodic, UNDP)</p> <p>Independent evaluations (periodic, UNDP)</p> <p>Joint Monitoring and Evaluation Committee report (annual, UNDP)</p> <p>National institutions' reports (periodic, UNDP)</p> <p>Independent evaluations (periodic, UNDP)</p> <p>National and state strategic planning/budget</p>	<p><b>Output 1.1.</b> Strengthened communities and local-level institutions capacity to foster peaceful coexistence, management of resource-based conflicts and community cohesion.</p> <p><b>Indicator 1.1.1.</b> Number of local-level agreements for conflict prevention and promotion of social cohesion under implementation. <b>Baseline:</b> 4 <b>Target:</b> 12 <b>Data source:</b> Project reports <b>Frequency:</b> Periodic</p> <p><b>Indicator 1.1.2.</b> Number of national infrastructures for peace established or strengthened, with UNDP support. <b>Baseline:</b> 4 <b>Target:</b> 12 <b>Data source:</b> Project reports <b>Frequency:</b> Periodic</p>	<p>UNMISS, UN-Women, UNESCO</p> <p>National think tanks</p> <p>Japan, Republic of Korea, Sweden, Peacebuilding Fund</p>	<p><b>Regular:</b> 5,263,500</p> <p><b>Other:</b> 83,500,000</p>
		<p><b>Output 1.2.</b> Institutional capacities and customary mechanisms at all levels strengthened to monitor, promote and protect citizen's rights and increase access to justice, especially for vulnerable groups and SGBV survivors.</p> <p><b>Indicator 1.2.1.</b> Number of GBV cases reported to authorities receiving judgment in the formal justice system. <b>Baseline:</b> 1,324 (58% women) <b>Target:</b> 4,000 (50% women) <b>Data source:</b> Rule of law institutions reports</p>	<p>UNMISS, UNFPA, UN-Women Global Focal Point</p> <p>National police, justice and corrections institutions</p>	

<sup>29</sup> TBD.

<sup>30</sup> NDS, Transitional Legislative Assembly and Transition Government of National Unity.

	documents (periodic, UNDP)	<p><b>Frequency:</b> Periodic</p> <p><b>Indicator 1.2.2.</b> Number of police and community relationship committees established and operational at community level.  <b>Baseline:</b> 5  <b>Target:</b> 10  <b>Data source:</b> Project reports, independent evaluation  <b>Frequency:</b> Annual, periodic</p> <p><b>Indicator 1.2.3.</b> Number of indigent persons provided with legal aid services, disaggregated by sex.  <b>Baseline:</b> 220 (68 female, 152 males)  <b>Target:</b> 5,000 (1,500 females, 3,500 males)  <b>Data source:</b> Ministry of justice reports, project reports  <b>Frequency:</b> Annual, quarterly</p> <p><b>Indicator 1.2.4.</b> Number of SGBV survivors benefitting from victim redress mechanisms, including on transitional justice.  <b>Baseline:</b> 125 (50 females, 75 males)  <b>Target:</b> 2,000 (800 females, 1200 males)  <b>Data source:</b> Project reports, institutional reports  <b>Frequency:</b> Annual</p>	Germany, Japan, Netherlands, Norway	
	<p>National institutions' reports (periodic, UNDP)</p> <p>Independent evaluations (periodic, UNDP)</p>	<p><b>Output 1.3.</b> Key governance institutions<sup>31</sup> are enabled to perform core functions in line with the New Deal and the outcome of the peace process.</p> <p><b>Indicator 1.3.1.</b> Extent<sup>32</sup> to which governance institutions have requisite capacities and independence to deliver reforms and core functions.<sup>33</sup>  <b>Baseline:</b> 1  <b>Target:</b> 3  <b>Data source:</b> Relevant institutions report  <b>Frequency:</b> Annual</p> <p><b>Indicator 1.3.2.</b> Number of institutional frameworks implemented to promote the participation of women and marginalized groups in reform processes.  <b>Baseline:</b> 0  <b>Target:</b> 2  <b>Data source:</b> Reform progress report, Project reports  <b>Frequency:</b> Annual</p>	UNMISS, public service commission, Ministry of Labour and Public Service and Human Resource Development, South Sudan Anti-Corruption Commission, National Audit Chamber, National Constitutional Review Commission, legislative assemblies, Political Parties Council, Ministry of Federal Affairs. Canada, Norway, IGAD	

31 National constitution-making body, legislature, electoral management bodies and key accountability mechanisms prioritized by the HLRF, National Dialogue and other peace processes.

32 Scale: 1: limited capacity; 2: some capacity; 3: high capacity.

33 Including public service delivery, safety and security, and representation and oversight.

		<p><b>Indicator 1.3.3.</b> Number of national South-South and triangular cooperation partnerships delivering measurable and sustainable benefits.  <b>Baseline:</b> 1  <b>Target:</b> 4  <b>Data source:</b> Project progress and evaluation report  <b>Frequency:</b> Annual</p>	Japan, Norway, Sweden, ADB, GCF, GEF	
		<p><b>Output 1.4.</b> Capacities developed across the whole of government to integrate the 2030 Agenda, the Paris Climate Agreement and other international agreements, and to analyse progress towards the Goals, using innovative and data-driven solutions.</p> <p><b>Indicator 1.4.1.</b> Number of gender responsive, risk and data-informed development frameworks, including disaster risk reduction and early warning systems in place.  <b>Target:</b> 0  <b>Baseline:</b> 8  <b>Data source:</b> National, state planning/budget documents  <b>Frequency:</b> periodic</p> <p><b>Indicator 1.4.2.</b> Number of subnational governments, private sector institutions and CSOs integrating the Goals and other international frameworks in their plans and budgets.  <b>Baseline:</b> 3 (3 subnational government; 0 private sector; 0 CSOs)  <b>Target:</b> 20 (6 subnational governments, 4 private sectors, 10 CSOs)  <b>Data source:</b> National, state, CSO, private sector planning/budget documents  <b>Frequency:</b> periodic</p> <p><b>Indicator 1.4.3.</b> Number of tools and country knowledge products developed and applied to mainstream the Goals.  <b>Baseline:</b> 2  <b>Target:</b> 20  <b>Data source:</b> Project reports, Independent evaluations  <b>Frequency:</b> Annual</p> <p><b>Indicator 1.4.4.</b> Number of national institutions providing disaggregated data to monitor progress towards the Goals.  <b>Baseline:</b> 1</p>		

		<b>Target: 6</b> <b>Data source: Project reports</b> <b>Frequency: Annual</b>		
<b>National priority:</b> Secure food, improved food security and livelihoods.				
<b>UNCF outcome 2:</b> Local economies are recovered and conditions and coping strategies are improved to end severe food insecurity.				
<b>UNDP Strategic Plan outcome 1:</b> Advance poverty eradication in all its forms and dimensions.				
<b>Indicator 2.1.</b> Number of new HIV infections per 1,000 uninfected population, by sex, age and key populations. <b>Baseline:</b> 1.34/1,000 (sex and age disaggregation to be done) <b>Target:</b> 1.1/1,000  <b>Indicator 2.2.</b> Percentage of targeted communities using 11 coping strategies or below. Coping strategy index, disaggregated by sex of household head. <b>Baseline:</b> 9.4 <b>Target:</b> <9.4  <b>Indicator 2.3.</b> Number of micro, small and medium-sized enterprises utilizing supplier development platforms for inclusive and sustainable value chains. <b>Baseline:</b> 0 <b>Target:</b> 300	Ministry of Health, Global Fund annual and review reports (annual, UNDP)  Ministry of Humanitarian Affairs and disaster management reports  Ministry of Labour reports  Ministry of Environment reports	<b>Output 2.1.</b> Increased access to emergency assistance, alternative livelihood and employment opportunities for families in conflict and disaster-prone communities.  <b>Indicator 2.1.1.</b> Number of people reached with life-saving and emergency support services disaggregated by sex. <b>Baseline:</b> 1.6 million (56% female) <b>Target:</b> 1.8 million (50% female) <b>Data source:</b> Project reports, Independent evaluation <b>Frequency:</b> Annual  <b>Indicator 2.1.2.</b> Number of people reached with entrepreneurship and skills development, emergency employment and business support services. <b>Baseline:</b> 200 (60% female) <b>Target:</b> 1,200 (60% female) <b>Data source:</b> Project reports, independent evaluations <b>Frequency:</b> Annual, periodic  <b>Indicator 2.1.3.</b> Number of people benefitting from jobs and improved livelihoods in crisis or post-crisis settings, disaggregated by sex. <b>Baseline:</b> 1,031 (81% female) <b>Target:</b> 5,000 (60% female) <b>Data source:</b> Project reports, independent evaluations <b>Frequency:</b> Annual, periodic	Ministry of Humanitarian Affairs, South Sudan Humanitarian Fund board, OCHA	<b>Regular:</b> 4,945,500  <b>Other:</b> 169,391,000
		<b>Output 2.2.</b> National and subnational institutions have capacities to formulate and implement inclusive, sustainable energy and climate change adaptation solutions.  <b>Indicator 2.2.1.</b> Number of national and subnational climate change adaptation and mitigation plans developed and implemented. <b>Baseline:</b> 0 <b>Target:</b> 6 <b>Data source:</b> Ministry of Environment reports	GEF GCF Ministry of Environment	

		<p><b>Frequency:</b> Annual</p> <p><b>Indicator 2.2.2.</b> Number and proportion of crisis-affected people with energy access restored, disaggregated by sex of head of household and other relevant characteristics.</p> <p><b>Baseline:</b> TBD</p> <p><b>Target:</b> TBD</p> <p><b>Data source:</b> Ministry Humanitarian Affairs, disaster management reports</p> <p><b>Frequency:</b> Annual</p>		
		<p><b>Output 2.3.</b> Capacities at national and subnational levels strengthened to deliver HIV and related services to reduce vulnerability and enhance productivity.</p> <p><b>Indicator 2.3.1.</b> Coverage of tuberculosis, HIV and AIDS services disaggregated by sex, and type of service:</p> <p><b>(a) Tuberculosis treatment</b></p> <p>Baseline: 80 per cent (sex disaggregation under way)</p> <p>Target: 85 per cent</p> <p><b>(b) Antiretroviral treatment</b></p> <p>Baseline: 11 per cent (sex disaggregation under way)</p> <p>Target: 24.8 per cent</p> <p><b>(c) Behavioural change information</b></p> <p>Baseline: 442,392 (55% female)</p> <p>Target: 994,713 (55% female)</p> <p><b>Data source:</b> Ministry of Health, Global Fund annual and review reports</p> <p><b>Frequency:</b> Annual</p> <p><b>Indicator 2.3.2</b> Number of people tested for HIV who received their results</p> <p><b>Baseline:</b> 248,126</p> <p><b>Target:</b> 291,175 (disaggregated by HIV test status and gender)</p> <p><b>Data source:</b> Ministry of Health, Global Fund annual and review reports</p> <p><b>Frequency:</b> Annual</p>	The Global Fund to Fight AIDS, Tuberculosis and Malaria, Ministry of Health	
		<p><b>Output 2.4.</b> National and subnational governments capacities developed for tax and trade policy harmonization, revenue diversification, expansion of fiscal space and more transparent utilization of public resources.</p>	<p>African Development Bank, Japan</p> <p>National and state ministries of finance, NBS, universities and CSOs</p>	

		<p><b>Indicator 2.4.1.</b> Degree<sup>34</sup> of diversification of revenues collected at state level  <b>Baseline:</b> 1  <b>Target:</b> 3  <b>Data source:</b> Revenue authority reports, Ministry of Finance reports  <b>Frequency:</b> Annual</p> <p><b>Indicator 2.4.2.</b> Number of state governments with functioning gender-responsive tax and trade policy  <b>Baseline:</b> tax policy: 4; trade policy: 0  <b>Target:</b> tax policy 10; Trade policy: 3  <b>Data source:</b> State government revenue and Ministry of Finance reports  <b>Frequency:</b> Annual</p> <p><b>Indicator 2.4.3.</b> Number of states with unified tax systems  <b>Baseline:</b> 1  <b>Target:</b> 3  <b>Data source:</b> State government revenue and Ministry of Finance reports  <b>Frequency:</b> Annual</p>		
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<sup>34</sup> Scale: 1: not diversified; 2: somewhat diversified; 3: highly diversified.